

# LEADERSHIP & STRATEGY EXECUTION



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# STRATEGIC LEADERSHIP ASSESSMENT

Please answer the following questions for your leadership team. (1-never, 6-always)

## **STRATEGIC THINKING** – *The Leadership Team:*

Consistently tracks regulatory and technology trends	1 2 3 4 5 6
Has a plan for adapting to challenges and opportunities	1 2 3 4 5 6
Understands our internal capacity to implement strategy	1 2 3 4 5 6

## **LEADERSHIP** – *The Leadership Team*

Keeps their commitments	1 2 3 4 5 6
Focuses on things they can directly influence	1 2 3 4 5 6
Confronts difficult situations rather than avoid them:	1 2 3 4 5 6
Promotes open, candid discussions about difficult subjects	1 2 3 4 5 6

## **FOCUS** – *The Leadership Team:*

Makes sure everyone understands our highest priorities:	1 2 3 4 5 6
Has effective measures to track performance:	1 2 3 4 5 6
Agrees on the top three goals for 2010	1 2 3 4 5 6

## **ALIGN** – *The Leadership Team*

Understands their role in accomplishing the organization's goals	1 2 3 4 5 6
Collaborates effectively with each other	1 2 3 4 5 6
Fixes systems that get in the way of accomplishing the goals	1 2 3 4 5 6

## **EXECUTE** – *The Leadership Team*

Meets regularly to track goal/project progress	1 2 3 4 5 6
Prevents crises	1 2 3 4 5 6
Consistently achieves goals	1 2 3 4 5 6

## **REVIEW** – *The Leadership Team*

Holds each other accountable for fulfilling commitments	1 2 3 4 5 6
Confronts performance problems with directness	1 2 3 4 5 6
Is committed to each other's success	1 2 3 4 5 6



# BARRIERS to Strategy Execution

BARRIERS	EVIDENCE/IMPACT
No Compelling Vision for Change	
Unclear goals or project <i>or too many goals</i>	
Reactive to crises rather than focus on priorities	
No system to track goal and project implementation	
Unclear roles for employees <i>Lack of accountability</i>	
Poor collaboration	
Individuals fail to take responsibility for results	
Don't 'Confront Reality' in the planning process <i>Discourage openness/candor</i>	

Execution is a systematic way of **exposing reality** and acting on it. Most companies don't face reality very well . . . that's the basic reason they can't execute.

- Ram Charan and Larry Bossidy, *Execution: The Discipline of Getting Things Done*



# STRATEGIC THINKING

<i>Strategic Questions</i>	<i>Answer</i>	<i>Implication for Action</i>
Which technology trends represent the biggest threats or opportunities?		
Which regulatory changes represent the biggest threats or opportunities?		
What internal assets (talents, skills, financial, relationships, etc) are currently underutilized?		
What are the greatest internal threats to our success?		
What leadership and management skills do we need to accomplish our goals?		



# FOCUS – *Destination Statements*

It is **JULY 2011**, your organization has made tremendous progress in the previous 12 months. You are being interviewed *by Rural Telecommunications Magazine* regarding the center's significant accomplishments since 2010. What will you say are the key accomplishments - projects and goals that were successfully executed?

Write goals using SMART criteria: Specific, Measurable, Accountability (owner), Resources, Time Dimensioned

<i>Goal (Specific, Measure of Success)</i>	<i>Accountability</i>	<i>Resources</i>	<i>Timeline</i>
FINANCIAL			
CUSTOMER LOYALTY			
EFFECTIVE OPERATIONS			
LEARNING AND GROWTH			
COMMUNITY			



# ALIGNMENT – *Getting on the Same Page*

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**STEP ONE:** Please list the organizations top 3 priorities that are critical to your success for 2010-2011.

- 1.
- 2.
- 3.

*You don't have strategic priorities unless you have said 'No' to some things.*

**STEP TWO:** What will we have to say NO to, to ensure we have the capacity to successfully execute our plan?

**STEP THREE:** On a scale from 1-6 (1-low, 6-high), how well do each of these levels understand these 3 priorities? (Please write number in the boxes below)

Executive Team

Managers

Supervisors/Staff



# ALIGNMENT – *Getting on the Same Page*

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